



US ARMY GARRISON

RED CLOUD

FY 09 STRATEGIC PLAN

24 November 2008



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COL, AR
Commanding

1.0 USAG Red Cloud - MISSION STATEMENT

Our Mission optimizes the Installation Services to support readiness and the well-being for Service Members, Civilians and Families.

2.0 USAG Red Cloud - VISION STATEMENT

Support the Mission and Community with Exceptional Service

3.0 USAG Red Cloud - VALUES

The USAG Red Cloud staff & employees live the following organizational values:

- Loyalty – Faithful Service
- Efficiency
- Accountability
- Duty – Responsibility
- Empowerment
- Respect – Everyone!
- Selfless Service – Mission 1st
- Honor – Pride
- Integrity – Honest Service
- Personal Courage – Do What's Right

4.0 RESPONSIBILITIES AND ACCOUNTABILITY

All soldiers, civilian employees and contractors of the USAG Red Cloud have the responsibility to be familiar with, support and follow this plan. Designated Directors, Staff/ Special Staff and key personnel have been assigned as responsible proponents for each of the USAG Red Cloud Garrison-level Mission Essential Tasks. The proponent for each Garrison METL item is responsible for the development and coordination of all subordinate goals, objectives and corresponding actions plans. Each proponent will monitor progress and report measurable results on a quarterly basis.

Directorates and Staff/Special Staff will develop goals, objectives and action plans for all major areas of responsibility in support of the USAG Red Cloud Strategic Plan.

Performance related to the Strategic Plan is evaluated as part of each key employee's performance appraisal (OER, NCOER, TAPES). The entire employee population will have accountability incorporated into their performance appraisals and/or efficiency reports. This will be fully implemented by the close of FY08.

5.0 STRATEGIC PLANNING TEAM PROCESS

The USAG Red Cloud Strategic Plan is derived from guidance obtained from higher headquarters and the general guidance provided by the Garrison Commander and the Deputy Garrison Commander. They assign select members of the Garrison to the Strategic Planning Team (SPT) and empower them to develop and deploy the plan. The military/civilian members of the SPT are responsible and accountable for the deployment and execution of the strategic plan. The customer/supplier members provide the SPT with input and feedback to the strategic planning process.

The SPT conducts a complete review of the strategic plan on a cyclical basis during formal semi-annual & annual meetings. This ensures that the organization's analysis of the current and changing strategic environment remains linked to the organization's strategies and measurements

critical to success. The Garrison Commander is the final review and approval authority for publication of the plan.

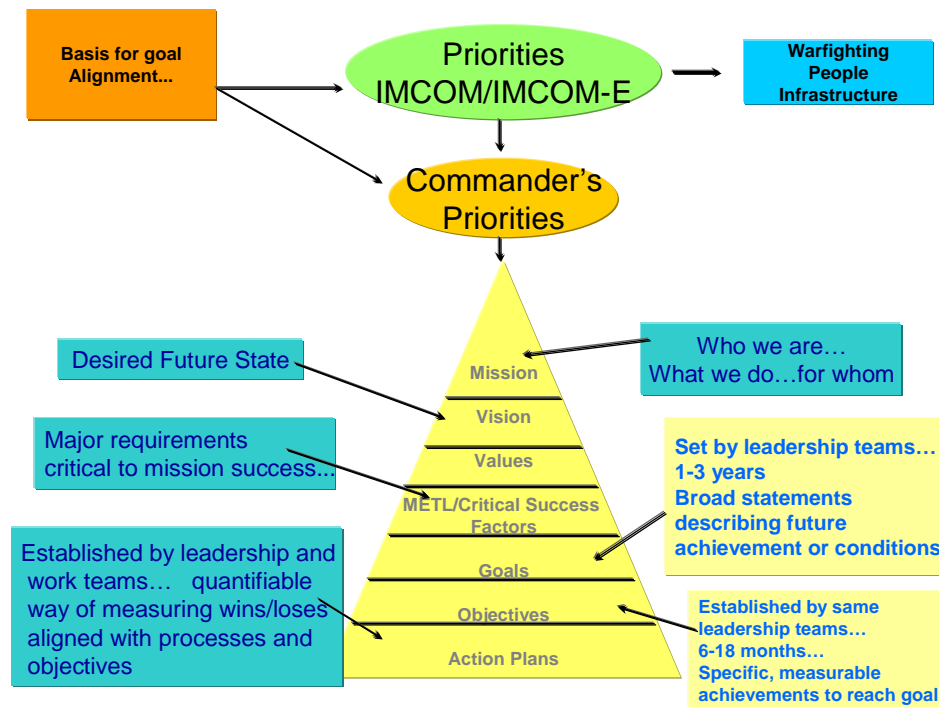


Figure 5.1 Strategic Planning Pyramid MODEL

6.0 DIRECTORATE/STAFF/SPECIAL STAFF PRIORITY ISSUES/GOALS, OBJECTIVES AND ACTION PLANS

The Directorates/Staff/Special Staffs have developed goals and objectives directly supporting the Garrison Mission Essential Task List (METL). Directorate/Staff/Special Staff objectives also are required to have action plans. These actions plans; while directly supporting the Directorate/Staff/Special Staff objectives, also serve to assist in attainment of Garrison-level goals.

7.0 DISSEMINATION OF THE STRATEGIC PLAN

The Strategic Plan is communicated and distributed to the entire garrison community and other interested parties through; (1) publication of the same, (2) posting of the document on the Garrison's Website, and, (3) further distributed by the chain of command. The Red Cloud community is thereby informed regarding our mission, vision and values. This enhances their understanding of their respective role(s) in achieving organizational goals and objectives. Measurable results used to track the progress of goal attainment are posted throughout the command.

8.0 STRATEGIC PLANNING:

There is an annual planning cycle deployed by the USAG Red Cloud. It is designed to ensure that strategic planning is embedded in the daily operations throughout the command. A formal mid-year review and annual update is conducted to account for significant strategic environ-

mental and situational changes that may impact on the plan. This allows for the re-direction or re-allocation of assets and resources as appropriate.

Directorates/Staff/Special Staff monitor key measurements monthly or as required. A formal quarterly Garrison-level command information update ensures the strategic planning process is embedded in the organization's operational process and keeps members of the command focused on goal attainment.

9.0 THE STRATEGIC PLANNING REVIEW PROCESS

Monthly

- Review of action plans
- Review of key results
- Collect customer input/feedback

Quarterly

- Strategic Planning Team reviews progress toward goal accomplishment with Garrison Commander & Deputy Garrison Commander using key measurements identified for each goal.
- Review and Analysis (R&A)

Semi-annually

- The Strategic Planning Team reviews input to strategic plan (goals, objectives and measures)
- Draft update(s) to the strategic plan will be submitted to the GC and DGC
- GC and DGC review and approve updated plan
- The PAIO publishes the updated plan.

Annually

- Garrison Commander/Deputy Garrison Commander and Strategic Planning Team conducts strategic plan update
 - i. Review vision, mission, and values
 - ii. Review customer and market knowledge
 - iii. Review customer satisfaction criteria
 - iv. Review organizational focus
 - v. Review trends and current strategic environment
 - vi. Commander reviews and approves the updated plan
 - vii. Publish an updated plan.

10.0 METL/CRITICAL SUCCESS FACTORS

METL/Critical Success Factors are those functions/areas that the garrison must focus on in order to be successful in completing the organization's mission, goals and objectives. The USAG Red Cloud METL mirrors the BASOPS priorities of HQ IMCOM, and narrows down the list to only those tasks critical for mission accomplishment. All of our strategic goals are aligned and support the METL. The following provides a listing of METL/Critical Success Factors:

- **Provide Command & Control (Peace & Wartime)**
- **Provide for Public Safety/Security**
- **Provide Sound Stewardship of Resources and the Environment**
- **Provide Services/Programs to Support Training and Readiness**

- **Execute Community, MWR and Family Support Programs**
- **Maintain and Improve Installation Infrastructure**
- **Services/Training**
- **Maintain & Support Positive Host Nation Relations**
- **Execute NEO**

11.0 CUSTOMERS/REQUIRMENTS/EXPECTATIONS

CUSTOMERS

Leaders	Soldiers
Private Organizations	Union Officials
Government Organizations	Department of Army Civilians
Family Members	Local Communities
Government Officials	KN Workforce& Family Members
Nat'l/Local/Int'l Media	Volunteers
KATUSA	Other Garrisons
Contractors	Other Government Agencies
Higher Headquarters (IMCOM/IMCOM-K)	Retirees

REQUIREMENTS

Oversight	Food
Emergency Response (1st Responder)	Clothing
Shelter	Safety (workplace & equipment)
Recreation	Counseling/Social Services
Transportation	Recognition
Community/Command Information	Animal Control
Medical	Utilities
Security	Maintenance
Organizational Information Flow	Training
Education	Advice
Assistance	Facilities
Infrastructure	Ration control
Community relations	Drug & alcohol
Religious Services	Internal Review

EXPECTATIONS

Self-Actualization	Entertainment
Quality Service	Fair Pricing
Consistency/Responsiveness	Respect
Employment	Feedback
Work compensation	Education
To Be Informed	Health Care
Professionalism	Safe/Secure Environment
Timely Service	Awards/Recognition
Resources	Program Support for Families
Good Leaders/Guidance	Variety of Services

12.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT)

STRENGTHS

Strong Leadership	Communications
Flexibility	Security
Diversity	Overall Good Infrastructure
Teamwork	Strong Ties w/Local Community
Location	Staff
Satisfied Customers	Good Relation w/Customers
Safe Environment	Consequential Management Training
Supporting Families	Infrastructure focus
Security	

WEAKNESSES

Funding Limitations	Recruiting Difficulty
Geographic Dispersion	Training Levels/Training Opportunities
Limited Influence on TDA	Communication/Information & Data Flow
Continuity of Leaders/Staff	Decision-Making not delegated down
Aging infrastructure	

OPPORTUNITIES

IMCOM	Presidential Elections (KN/US)
Changes in Attitudes	Changes in Leadership
Information Technology	CLS Funding
Corporate Citizenship	Partnership w/Multiple Organizations
Volunteers	Normalization
Private Organizations	Sponsorship/Advertising
Marketing	

THREATS

Unsafe Conditions	Local Laws
Host Nation Regulations	Standard Garrison Organization
Demonstrations	Uncertain Future
Threat from North Korea	Attracting and Retaining Skills Employees (Area 1)
Lack of Continuity (1 Year Tours)	Budget Cuts
Unsatisfied Customers	Standardization w/o Flexibility
Micro-Management	Lower Quality of Life (Schools, Med, Trans, Housing)
Mission Commanders	Environmental/air pollution

13.0 PRIORITY ISSUES/GOALS & OBJECTIVES:

I. Sustain/Improve Infrastructure

Objectives (DPW, IMO)

1. Implement Environmental Management System(EMS) by 30 Sep 09
2. Inspect & Maintain SLQ Rooms by 30 Sep 09
3. Develop/Implement Network Component Replacement Plan by 30 Sep 09

4. Implement IMCOM K OPORD 08-124, First Sergeants Barracks Initiative, by 30 Sep 09
5. Develop DPW Master Plan by 31 Jul 09
6. Complete Real Property Inventory 15 Aug 09

II. Continue Transformation

Objective (PAIO)

1. Develop Transformation Operations Plan by 31 Jan 09
2. Identify/Conduct Garrison Transformation Activities by 30 Sep 10
3. Implement Command Sponsorship Program by 31 Aug 09
4. Deploy Army Family Covenant Program by 1 Apr 09

III. Improve Communications & Community Relations

Objective (PAO)

1. Develop Command Information Plan by 1 Apr 09
2. Develop Community Relations Plan by 1 Apr 09
3. Develop Website Plan by Apr 09

IV. Develop Human Resources Plan

Objective (HR)

1. Establish Equitable Awards Recognition Program – Civilian by 31 Dec 09
2. Establish Equitable Awards Recognition Program – Military by 31 Dec 09

V. Improve Security/Force Protection

Objectives (DPTMS, DES)

1. Integrate First Response Agencies for the Execution of Antiterrorism/Force Protection and NON-AF/FP Emergency Services Missions by 1 Mar 09 w/Follow on Sustainment to 1 Mar 11 (DES)
2. Continue Staff IOC Training and Train DPTMS in NIMS by 30 Sep 09 (DPTMS)
3. Upgrade and Renovate IOC by 31 Mar 09 (DPTMS)

VI. Improve Garrison Services

Objective (DFMWR)

1. Develop & Deploy a Comprehensive Customer Feedback Campaign by 1 Apr 09

VII. Restructure PAIO

Objective (PAIO)

1. Define roles, responsibilities, and duties of all assigned personnel by 31 Dec 08
2. Develop APIC data collection process by 31 Jan 09

VIII. Improve Safety/Occupational Safety & Health and Well-Being

Objective (ISO):

1. Develop and implement Consequence Management throughout Garrison by 1 Apr 09
2. Facilitate establishment of Safety Awareness Program in every directorate and staff section by 1 Apr 09

GLOSSARY OF TERMS

Actions: Specific activities used to achieve the strategic goals and implement the strategic plans. They are specific and measurable activities that keep the organization moving toward fulfilling its strategic themes and achieving its desired future. *(Source: Strategic Planning; Glossary)*

Architecture: The structure of components, their interrelationships, and the principles and guidelines governing their design and evolution over time. *(Source: AR 25-1)*

Continuous Improvement: The improvement of products, services, and processes through incremental and breakthrough innovation that is focused on meeting and exceeding customer needs. *(Source: AR 5-1)*

Customer: Anyone for whom an organization or individual provides goods or services or a person or group who uses the output of a process. External customers reside outside the producing organization. Internal customers reside inside the producing organization. *(Source: AR 5-1)*

Data: Set of discrete, objective facts about events. Data transformed into information by adding value through context, categorization, calculations, corrections, and condensation. Data is facts and figures, without context and interpretation. *(Source: Army Knowledge Management: A Strategic Plan for An Agile Force)*

End-State: Set of required conditions that define achievement of the commander's objectives. *(Source: DOD Dictionary of Military and Associated Terms)*

Expectation: The degree of satisfaction of the requirement (service or product) that the customer anticipates.

Goal: A specific end toward by which resources and effort are expended. *(Source: AR 5-1)*

Human Capital: Tacit knowledge which includes the skills, experience, insight, intuition, and judgment shaped by the past and present. Human capital accounts for the majority of the Army's intellectual capital, or the tacit knowledge that is resident within the mind of each employee, as well as the future capacity and potential for learning that we each have. An equally important asset is our potential. *(Source: Army Knowledge Management: A Strategic Plan for An Agile Force)*

Information: A message, usually in the form of a document or an audible or visible communication meant to change the way the receiver perceives something that has an impact on the receiver's judgment and behavior. Information is data that makes a difference as well as patterns in the data. A collection of facts or data: statistical information. *(Source: Army Knowledge Management: A Strategic Plan for An Agile Force)*

Information Grid: The networks that result from open systems architectures are called information grids. They allow the warrior users to gain access, process, and transport information in near real time to anyone else on the network. Information grids refer to computer controlled networks that provide virtual connectivity on the demand of the networks that provide virtual connectivity on the demand of the warrior; they support local and area network operations. They are also the basic components of larger grid networks that, when interconnected, support regional, theater, and ultimately a global grid that is also referred to as the infosphere. *(Source: The Joint Doctrine Encyclopedia)*

Information Sharing: The sharing of information is an interaction that can take place between two or more entities in the information domain. These could be between humans, databases, or programs. The ability to share information is key to being able to develop a state of shared awareness as well as being able to collaborate and/or synchronize. *(Source: Understanding Information Age Warfare)*

Information Technology: (A) Any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, (manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency. For purposes of the preceding sentence, equipment is used by an executive agency directly or is used by a contractor under a contract with the executive agency which (i) requires the use of such equipment, or (ii) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product. (Source: Department of Defense Information Management (IM) Strategic Plan)

KBD/KRA/CSF: An area of organizational activity in which the organization must excel to meet customer needs, exceed the efforts of the competition, and meet customer expectations.

Knowledge: A fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information for decision-making. (Source: Army Knowledge Management: A Strategic Plan for An Agile Force)

Knowledge Assets: Business data, information, and knowledge. (Source: Army Knowledge Management: A Strategic Plan for An Agile Force)

Knowledge Management (KM): An integrated approach to identify, manage, and share all of an organization's information assets, including management information systems (databases, documents, policies, and procedures), learning processes, and personnel expertise, to fulfill organizational objectives. (Source: AR 5-1)

Management: The process of acquiring, organizing, and controlling resources (people, money, material, facilities, information, time, etc.) to effectively and efficiently accomplish the mission. Management is linked to leadership, just as doctrine, systems, processes, facilities, and equipment are connected to the people who use them. (Source: AR 5-1)

Measure of Success: A quantitative or qualitative characterization of performance. (Source: AR 25-1)

Mission: 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. 3. The dispatching of one or more aircraft to accomplish one particular task. (Army) – The commander's expression of what the unit must accomplish and for what purpose. (Source: FM 101-5-1)

Mission Essential Task List (METL): A compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission(s). (Source: FM 101-5-1)

Objective: A statement of the desired result to be achieved within a specified amount of time. (Source: The Performance Management Handbook; Volume One)

Performance: The output results that are obtained from processes, products, and services that permit evaluation and comparison relative to goals, standards, past results, and other organizations. (Source: AR 5-1)

Performance Management: The use of performance measurement information to help set agreed-upon performance goals, allocate and prioritize resources, inform managers to either confirm or change current policy or program directions to meet those goals, and report on the success in meeting those goals. (Source: AR 25-1)

Process: A systematic series of actions directed toward the achievement of a goal. Is the combination of people, machines, equipment, raw materials, methods, and environment that produces a given product or service. *(Source: AR 5-1)*

Resources: The people, equipment, tools, raw materials, funds, and information a manager requires, enabling the production of a product or service or the achievement of a set goal. *(Source: AR 5-1)*

Requirement: What the organization must provide to its customers.

SMART Acronym: The components of a sufficient measurement/data collection process

S – Specific

M – Measurable

A – Attainable

R – Realistic

T – Timely

Storage Area Networks (SAN): The heart of the consolidated server facility that provides highly reliable, scalable, and efficient storage of data and an alternate source of critical data. *(Source: Transformation Effort – Dragon Impact Exercises – And Server Consolidation; ECHO Magazine; 5th Signal Command; Fall/Winter Edition 2001-2002)*

Strategic Plan: The document created by a process where an organization envisions its future and develops management strategies, actions and/or implementation plans to achieve the future. *(Source: AR 5-1)*

Strategic Planning: A continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured. *(AR 25-1)*

SWOT Analysis – An organization’s process of determining internal “strengths and weaknesses” and external “opportunities and threats”.

Tacit Knowledge: Personal knowledge that resides within an individual that relies on experiences, ideas, insights, values, and judgments. Knowledge that is resident within the mind, behavior, and perceptions of individuals. Knowledge developed and internalized by an individual over a long period of time incorporating so much accrued and embedded learning that its rules may be impossible to separate from how an individual acts. *(Source: Army Knowledge Management: A Strategic Plan for An Agile Force)*

Task: A well-defined unit of work having an identifiable beginning and end that is a measurable component of the duties and responsibilities of a specific job. *(Source: The Performance Management Handbook; Volume One)*

Vision: A description of the future; the most abstract description of the desired end-state of an organization or activity at an unspecified